

**GENERAL OSTEOPATHIC COUNCIL
Business Plan
April 2017-March 2018**

Draft for Council

GOsC BUSINESS PLAN 2017-2018

The General Osteopathic Council has agreed a corporate plan for 2016-2019 which commits to achieving the three strategic objectives set out below, over the three year period.

Strategic Objectives

1. To promote public and patient safety through patient-centred, proportionate, targeted and effective regulatory activity
2. To encourage and facilitate continuous improvement in the quality of osteopathic healthcare
3. To use our resources efficiently and effectively, while adapting and responding to change in the external environment.

This document, the Business Plan 2016-2017, sets out the aims and detailed activities for the period April 2016 to March 2017, in support of each of the strategic objectives.

1. To promote patient and public safety through patient-centred, proportionate, targeted and effective regulatory activity

1.1 Continuing professional development		
Goal: to ensure that osteopaths keep their knowledge and skills up to date, and continually enhance and improve their practice		
Activity	Lead	Timing
Implement governance structures to ensure that Council has appropriate oversight and scrutiny mechanisms of implementation of CPD scheme.	Professional Standards	All year
Support osteopaths to undertake aspects of the new CPD scheme.	Professional Standards Communications	All year
Establish strategy for engaging osteopaths who have not yet prepared to explore the new CPD scheme.	Professional Standards Communications	March 2018
Review, enhance and update, as appropriate, resources for CPD (to include any activity we undertake that supports implementation of standards).	Professional Standards	All year
Update and publish learning resources for Peer Discussion Review.	Professional Standards	September 2017
Consult on amended CPD rules, analyse consultation and agree new CPD Rules.	Professional Standards Communications	July 2017 to March 2018
Begin second year evaluation of changes in patterns of CPD (taking into account work of Early Adopters and the profession more broadly), analyse and publish evaluation	Professional Standards	October 2017 to March 2018
Conduct a programme of communications and engagement with osteopaths, osteopathic representative organisations, local osteopathic groups, and education providers to support and promote the implementation of a new CPD scheme for osteopaths.	Communications Professional Standards	All year
Continue evaluation, development and testing of an interactive, web-based infrastructure to support the new CPD scheme.	Communications Registration and Resources	All year
Audit 20% of CPD Annual Summary Forms and 2% of CPD folders to ensure registrants are meeting current standards and to identify good practice and areas for improvement.	Registration and Resources	All year

1.2 Education and training		
Goal: to ensure that osteopathic education is of high quality and continues to evolve to reflect changes in education and healthcare		
Activity	Lead	Timing
Analyse potential impact of the Thematic Review on Boundaries and feeding this in to the Quality Assurance Review.	Professional Standards	May 2017
Analyse potential impact of publication of conditions and requirements and removal of RQ dates to support more risk based approach to QA.	Professional Standards	May 2017
Publish specific proposals for the QA review (in conjunction with QA partner).	Professional Standards	September 2017
Complete analysis and publish new Quality Assurance Guidance and begin implementation of process.	Professional Standards	March 2018
Scope need for additional guidance for students following results of boundaries literature review and thematic review on boundaries with particular reference to student and tutor and student and student relations and also the OPS review.	Professional Standards	December 2017
Identify and share areas of good practice from Annual Reports in teaching, learning and assessment.	Professional Standards	June 2017
Continue to monitor and enhance the quality of osteopathic education by: ensuring appraisal and training of Education Visitors; undertaking periodic quality assurance reviews; agreeing changes to Annual Reports; collecting and analysing data and disseminating findings, feedback and good practice to the sector; monitoring action plans, conditions and requirements; monitoring course closure plans.	Professional Standards	All year
Work with OEIs to continue to develop patient involvement in the delivery of osteopathic education.	Professional Standards Communications	All year
Continue to promote professionalism within OEIs, and among students and faculty.	Professional Standards Communications	All year
Conduct annual programme of on-campus GOsC presentations to osteopathic students to support training outcomes, embed understanding of the role of the GOsC, and assist transition into practice.	Professional Standards Communications Registration	All year
Further develop targeted communications for osteopathic students to support transition into practice, including support for the Osteopathic Development Group's mentoring pilot.	Communications Chief Executive	All year

Annex A to 7

Identify any external issues relating to education and training that impact on current objectives and amend plans accordingly.	Professional Standards	All year
--	------------------------	----------

1.3 Fitness to practise		
Goal: to ensure patient safety by taking effective, timely and proportionate action on complaints about osteopaths		
Activity	Lead	Timing
Manage the complaints caseload in an efficient, effective, fair and timely way seeking to achieve a target of 12 months for the majority of fitness to practise complaints to reach a hearing.	Regulation	All year
Continue to monitor and further develop, the Quality Assurance Framework, including internal/external audits and peer review of decision making.	Regulation	All year
Implement new data collection on complainants and registrants.	Regulation	All year
Establish and hold regular determination review group meetings (with inter regulatory participation) to review final outcomes from PCC decisions	Regulation	April 2017
Communicate case learning points, PSA advice, relevant case law and regulatory developments to GOsC Committee members (and arrange training where necessary).	Regulation	All year
Implement any changes to procedures recommended by the PSA's initial stages audit, the Performance Review or other source.	Regulation	All year
Develop and implement Standard Case Directions for all cases referred to PCC.	Regulation	September 2017
Review and consult on changes to the Rule 8 procedure and Practice Note.	Regulation and Communications	July 2017
Develop and consult on a Rule 19 procedure and Practice Note.	Regulation and Communications	January 2018
Review the Investigating Committee decision making guidance including developing separate guidance for the IC on issuing advice.	Regulation	July 2017
Provide training as required to fitness to practise panellists, including supporting the induction and integration of new members through training in addition to separate annual training days for IC and PCC/HC members.	Regulation	All year
Continue to explore options and develop procedures and policies which improve and modernise our processes which do not require changes to the Osteopaths Act.	Regulation	All year
Evaluate the effectiveness of the existing PCC bank of conditions and consult on changes where appropriate.	Regulation	October 2017
Identify any external issues relating to fitness to practise that impact on current objectives and amend plans accordingly.	Regulation	All year

1.4 Registration		
Goal: to ensure that only those eligible to do so practise as osteopaths in the UK and to increase understanding, awareness and use of the register		
Activity	Lead	Timing
Ensure compliance with the Osteopaths Act 1993 and the underpinning Registration Rules and identify enhancements to existing registration processes.	Registration and Resources Regulation	All year
Ensure the quality of registration assessments, including the training and appraisal of GOsC registration assessors and return to practice reviewers, moderation meeting facilitation and regular communications and evaluation.	Professional Standards, Registration and Resources	All year
Seek feedback from those using or applying our registration processes (including registrants, registration applicants and registration assessors) in order to better understand their experiences and improve our registration system.	Registration and Resources Communications	All year
Ensure compliance with the amended EU Directive 2013/55/EU, identifying enhancements to existing registration processes, if needed.	Registration and Resources	All year
Continue to establish a network of contacts with peers in other regulatory bodies and similar organisations to share experiences and best practice.	Registration and Resources	All year
Continue to encourage osteopaths to promote awareness of their registered status and the GOsC Register – monitoring levels of registrant take-up.	Communications	All year
Seek to develop greater awareness of the Register and the GOsC's regulatory role within the wider healthcare community.	Communications	All year
Undertake literature review about mutual recognition in other sectors.	Professional Standards	September 2018
Undertake engagement with relevant stakeholders and develop of proposals for changes to registration assessments if required.	Professional Standards	March 2018
Finalise and implement proposals for consultation on changes to registration assessment charges for overseas applicants	Registration and Resources and Professional Standards	September 2017 to March 2018
Investigate individuals identified or reported to GOsC as incorrectly describing themselves as osteopaths, write 'cease and desist' letters to them, and prosecute those who ignore such letters.	Regulation	All year

Annex A to 7

Monitor activity of individuals removed from the Register during 2016-17 and 2017-18, identified in accordance with procedures agreed with Registration Department (writing 'cease and desist' letters and prosecuting them as necessary, as described above).	Registration, Regulation	All year
Continue to develop links with European Competent Authorities to facilitate registration and information exchange.	Chief Executive Registration	All year
Identify any external issues relating to regulation that impact on current objectives and amend plans accordingly.	Professional Standards	All year

1.5 Patient involvement and engagement		
Goal: to put patients, patient-centred regulation and patient-centred healthcare at the heart of our work		
Activity	Lead	Timing
Assess all key GOsC policy development and processes at the outset to ascertain patient and public involvement requirements, and develop/implement an appropriate engagement plan.	Communications	All year
Continue to seek input to policy development and projects from the GOsC Patient Partnership Group, refreshing and promoting membership and keeping members informed and engaged.	Communications	All year
Ensure adequate and appropriate patient/public input into the revised <i>Osteopathic Practice Standards</i> consultation.	Communications	
Expand opportunity and options for patients, the public and other interested parties to input into GOsC work, including strengthening partnerships with patient representative groups across the UK.	Communications	All year
Collaborate with other health regulators to increase the quality and scope of GOsC public engagement.	Communications	All year
Promote among osteopathic stakeholders the value of patient involvement in their own work and the GOsC's; encourage use of patient feedback to inform improvements in practice and training.	Communications	All year

2. To encourage and facilitate continuous improvement in the quality of osteopathic healthcare

2.1 Standards and professionalism		
Goal: to promote high standards of practice and professionalism in the osteopathic profession		
Activity	Lead	Timing
Continue to implement the communications and engagement strategy underpinning the project to revise and update the <i>Osteopathic Practice Standards</i> (OPS).	Communications Professional Standards	All year

Annex A to 7

Conduct an effective public consultation on the revised <i>Osteopathic Practice Standards</i> and associated guidance (e.g. consent, boundaries and managing patient information).	Communications Professional Standards	September 2017
Publish example learning resources to support implementation of the guidance.	Professional Standards	All year
Analyse consultation response, agree final OPS and Guidance, and consultation analysis for publication.	Professional Standards	January to March 2018
Scope out communications and engagement programme to launch and promote new osteopathic practice standards to the profession and the public.	Communications Professional Standards	March 2018
Continue to work with the Institute of Osteopathy and the Osteopathic Development Group on the implementation of the Patient Charter and Service Standards for the osteopathic profession.	Chief Executive Communications	All year

2.2 Capacity building		
Goal: to ensure that the osteopathic profession continues to develop its capacity to improve patient experience and high quality care		
Activity	Lead	Timing
Develop and deliver a communications programme to encourage awareness of and engagement in projects to support the development of the profession.	Communications	All year
Continue to provide support for Osteopathic Development Group projects including: <ul style="list-style-type: none"> • Leadership – provide financial and administrative support for third year of osteopathic leadership programme. • Service Standards – work with the Institute of Osteopathy on the implementation of the Patient Charter and Service Standards. • Mentoring – support the implementation of a pilot mentoring scheme. • Advanced practice – support the implementation of recommendations resulting from completion of phase 1 of the ODG advanced practice project. • Regional support/communities of practice – with the Institute of Osteopathy, promote capacity building within local osteopathic groups to contribute to the development of the profession and the new CPD scheme. • International – continue to support and promote the use of the new resources on international osteopathy developed by the ODG. • PROMs – promote the work of NCOR on patient reported outcome measures and other reporting tools. 	Communications Professional Standards Chief Executive	All year

Develop a sustainable strategy for fostering professional networks and learning communities that support professional development and minimise practitioner isolation.	Professional Standards Communications	March 2018
Work with the Council of Osteopathic Educational Institutions to support their proposals to develop the organisation to better meet the needs of the sector including develop mechanisms for bringing together faculty from different OEIs to identify challenges in the delivery of osteopathic education.	Professional Standards Chief Executive	March 2018
Work in partnership with organisations and networks across the osteopathic sector to identify and develop capacity to realise the benefits of the CPD scheme across the sector and for patients.	Professional Standards	All year

2.3 Research, practice and regulation		
Goal: to use evidence from data collection, risk analysis and research to inform the development of osteopathic regulation and practice		
Activity	Lead	Timing
Engage with the Professional Indemnity Insurance Providers and the professional association to review 2016 complaints/claims data; identify trends; agree action, and review/revise data collection and dissemination strategy for 2017.	Communications Regulation	All year
Continue to support the National Council of Osteopathic Research as a means to increase research awareness and research activity within the osteopathic profession.	Communications	All year
Commission research on boundaries in osteopathic practice.	Professional Standards	July 2017
Analyse data relating to individual registrants subject to complaints to identify ways to improve standards and reduce the risk of complaints.	Regulation Communications	July 2017
Continue to develop work in relation to values of patients and practitioners, using co-production, to support effective decision making to support regulatory activities.	Professional Standards	All year

3. To use our resources efficiently and effectively, while adapting and responding to change in the external environment

3.1 Service quality and engagement		
Goal: to enhance the quality of service that we provide to patients and the public, registrants and our other stakeholders		
Activity	Lead	Timing
Monitor revisions to the Welsh Language Act and implement potential new requirements as required.	Communications	All year

Annex A to 7

Review feedback arising from GOsC stakeholder surveys in 2017-18, identifying and implementing improvements to operations and services, and adjusting GOsC communications and engagement mechanisms and strategies.	Communications	All year
Continue implementation of GOsC three-year Communications and Engagement Strategy to ensure our communications are diverse, targeted, informative and effective – working with others to increase our impact wherever possible.	Communications	All year
Ensure high quality consultation and engagement on policy and operational developments, including use of the GOsC Patient Partnership Group.	Communications	All year
Ensure GOsC representation at appropriate healthcare events across the UK to promote awareness of osteopathic regulation, registration and practice standards, and foster partnerships.	Communications	All year
Continue to support regular engagement activities and events including: <ul style="list-style-type: none"> • Meetings of the Regional Communications Network • Meetings with osteopathic educational institutions • Ongoing work with faculty in osteopathic educational institutions • The work of the Osteopathic Development Group • A programme of visits to local osteopathic groups • A programme of visits to advanced practice osteopathic groups and CPD providers • Assisting the development of networks of osteopaths • Engagement around provision of resources and guidance and professional development 	Professional Standards Chief Executive Communications	All year
Continue to provide high quality information to support registrants' engagement with the GOsC including through: <ul style="list-style-type: none"> • Publication of <i>the osteopath</i> magazine • Regular news e-bulletins and fitness to practise e-bulletins • Use of social media. 	Communications Regulation	All year

3.2 Economy, efficiency and effectiveness		
Goal: to operate efficient, economic and effective operational systems and processes		
Activity	Lead	Timing
Implement the year two activities from the IT Strategy and work plan	Registration and Resources	All year
Explore our methods of communication and identify where we can use different technologies to interact with applicants, registrants and other customers.	Registration and Resources	All year

Continue to develop the Integra system to increase its functionality to suit fitness to practise case management requirements following the recent version upgrade.	Regulation and Registration and Resources	December 2017
---	---	---------------

3.3 Governance		
Goal: to operate with high standards of corporate governance and respond effectively to changes in the external environment		
Activity	Lead	Timing
Provide regular reports to Council on progress against the business plan, and on financial, asset and risk management.	Chief Executive	All year
Ensure that the GOsC continues to meet its duties under the Equality Act and Welsh Language Act	Chief Executive	All year
Engage with the PSA Performance Review process, through regular data reporting and acting on issues arising from the performance review process and associated audits.	Chief Executive, Registration and Resources, Regulation	All year
Complete any new appointments to the governance structure, including where necessary using the appointments procedure approved by PSA.	Chief Executive	All year
Provide induction and ongoing training for new and existing Council members and other non-executives.	Chief Executive, Regulation	All year
Prepare an Annual Report on activities undertaken in year and submit to Parliament.	Chief Executive Registration and Resources Communications	June to September 2017
Continue to engage with the Department of Health and other regulators on the reform of healthcare professional legislation.	Chief Executive	All year
Manage any issues arising from transition to a registered charity	Chief Executive	All year